



## UNIS Postgraduate Program Strategic Plan Year 2021 - 2025 in a SWOT Analysis Study

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### Article History

**Received:** 8 February, 2021


**Revised:** 29 March, 2021

**Accepted:** 9 April, 2021

**Published:** 15 April, 2021

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### Abstract

The purpose of this research is to formulate strategic decisions and steps for the UNIS Postgraduate Program based on accurate information to gain a competitive advantage in the next few years. This research method is to analyze external and internal environmental factors in the UNIS Postgraduate Program so that the strategy formulation is obtained as a strategic profile as a basis for formulating the necessary strategic and policy steps. The results of this study found that the external environment creates many opportunities and the internal environment is getting stronger, therefore an aggressive profile is formed with strategies and policies, including: (1). Improve the work culture of the lecturers' Tri Dharma (2). Maintaining the image of the campus through student development (3). Fostering good relations with local governments (4). Improving the qualifications of functional lecturers' positions (5) increasing student recruitment cooperation (6). Increase the carrying capacity of organizational devices.

**Keywords:** UNIS postgraduate program; Strategic plan; SWOT analysis.

### 1. Introduction

In order to achieve organizational goals effectively and efficiently and the importance of having a competitive advantage to face competition, every organization, whether for profit (business organization) or non-profit (public organization) such as education, needs to apply a strategic management approach..

Educational institutions cannot be viewed only as non-profit organizations or organizations with a social mission, but must also be viewed as profit organizations with an economic mission, especially in private universities. As an institution that carries out an economic mission, its operational activities must not be passive, but must be dynamic and constantly influence each other with the environment. According to Hanafie in *Aziz (2014)*, that: "Every company (business organization) is always faced with two types of environment, namely the internal environment and the external environment. The bigger a company, the more complex the forms, types and characteristics of the interactions that occur in dealing with these two types of environments".

The error of an organization in recognizing its internal and external environment, let alone ignoring it, can result in a failure to achieve the goals it has set. A famous Chinese strategist Sun Tzu in *Maulana and Gumelar (2013)* said that: "Knowing yourself and knowing your opponent will lead you to 100% success, knowing yourself but not knowing your opponent will make you achieve 50% success, without knowing yourself and not knowing your opponent will fail you 100%".

However, so far the Postgraduate Program of UNIS has never taken a strategic management approach in formulating its work plan, even though from time to time competitors continue to develop coupled with the presence of new competitors that can threaten the future development of UNIS Postgraduate.

On that basis, a very important step in determining the strategic direction of PPs UNIS is to formulate a strategic master plan by utilizing good and correct information based on a SWOT analysis. Another thing that is needed is to formulate a vision to describe the state of the superior organizational environment in the future, as well as a mission that describes organizational activities related to customers (students), resources, quality graduate products, ready to work or entrepreneurship. This of course requires a large support and involvement from management and stakeholders to achieve program success in accordance with sustainable strategic planning.

### 2. Method

The method or approach used to make strategic decisions and steps in this study is carried out by referring to *Hunger et al. (2003)*, that "the strategic management process includes four basic elements:

1. Environmental analysis

2. strategy formulation,
3. strategy implementation
4. strategy evaluation and monitoring.

However, in the discussion of this study, it only reached the level of strategy implementation, while evaluation and supervision had not been carried out, as this study was only a design study.

In the environmental analysis step, it is done by identifying macro and industrial environmental factors as the external environment, and identifying organizational factors as the internal environment. (Moleong, 2014). This is done to obtain information about the actual conditions of each environment as a basis for formulating strategies. In the strategy formulation step, it is done by calculating and comparing the scores between opportunities, threats, strengths and weaknesses (Gunawan, 2015). The calculation results can be the basis for determining the choice of a strategy profile which includes; aggressive profile, conservative profile, competitive profile, and defensive profile. Based on the choice of strategy then a vision, mission, goals, and strategies and policies are made. In the strategy formulation step, it is done by making work programs based on the strategies and policies that have been prepared.

### 3. Results and Discussion

The data on the results of strategic management studies related to the formulation of various strategies and policies needed to win global competition and support the development of the UNIS Postgraduate Program are presented as follows (Bryson, 2004).

#### 3.1. Environmental Analysis

Through a SWOT analysis of various macro and industrial environmental factors, various factors of opportunities and threats to the performance of the UNIS Graduate Program were found (David, 2014). The factors are then ranked, and the results are as in table 1 below.

**Table-1.** Ranking of Macro & Industry External Factors (Opportunities and Threats)

NO	Opportunities	01	02	03	04	05	06	07	Total
01	The enforcement of structural position rules must be S2		0	X	X	X	X	X	5
02	Subscription internet access support			0	0	0	0	X	1
03	The population of prospective S2 students is increasing				X	X	X	X	4
04	Choosing a good campus at an affordable cost					X	X	0	2
05	The need for relevant postgraduate education increases						X	X	2
06	BNI Syariah Bank support for students							0	0
07	Utilization of Alumni and Internet Media								0
	Vertical 0	0	1	1	1	1	1	2	
	Horizontal X	5	1	4	2	2	0	0	
	Total	5	2	4	3	3	1	2	
	Ranking	I	V	II	III	IV	VII	VI	
NO	THREATS	T1	T2	T3	T4	T5	T6	T7	TOTAL
T1	Economic growth during a pandemic is difficult to achieve		0	X	X	X	0	X	4
T2	Application of Accreditation System with 9 Standards			0	0	0	0	0	0
T3	Increase / adjustment of tuition fees				X	X	X	X	4
T4	The discount war between colleges					X	X	X	3
T5	Providing incentives for the recruitment of prospective students						X	X	2
T6	Similar postgraduate study programs continue to increase in number at other universities							X	1
T7	Similar new study programs are growing rapidly in other universities								0
	Vertikal 0	0	1	1	1	1	2	2	
	Horisontal X	4	0	4	3	2	1	0	
	Total	4	1	5	4	3	3	2	
	Ranking	II	VII	I	III	IV	V	VI	

After the ranking is carried out, then weighting and ranking are carried out on each aspect to obtain a ranking on each aspect so that the total opportunity and threat rankings are known and the difference between the total opportunity and threat ratings. This can be seen in table 2 below.

Table-2. Summary (Synthesis) Analysis of External Factors (EFAS)

N0	External Factors	Weight	Rating	Ranking
Ranking				
	<b>OPPORTUNITIES</b>			
I	The enforcement of structural position rules must be S2	0,15	5	0,75
II	The population of prospective S2 students is increasing	0,14	5	0,70
III	Choosing a good campus at an affordable cost	0,11	5	0,55
IV	The need for relevant postgraduate education increases	0,08	4	0,32
V	Subscription internet access support	0,05	4	0,20
VI	Utilization of Alumni and Internet Media	0,04	3	0,12
VII	BNI Syariah Bank support for students	0,02	3	0,06
	<b>Sub-Total</b>	<b>0,59</b>		<b>2,70</b>
	<b>THREATS</b>			
I	Increase / adjustment of tuition fees	0,11	-5	-0,55
II	Economic growth during a pandemic is difficult to achieve	0,09	-4	-0,36
III	The discount war between colleges	0,07	-3	-0,21
IV	Providing incentives for the recruitment of prospective students	0,06	-3	-0,18
V	Similar postgraduate study programs continue to increase in number at other universities	0,05	-2	-0,10
VI	Similar new study programs are growing rapidly in other universities	0,02	-2	-0,04
VII	Application of Accreditation System with 9 Standards	0,01	-2	-0,02
	<b>Sub-Total</b>	<b>0,41</b>		<b>-1,46</b>
	<b>TOTAL</b>	<b>1,00</b>		<b>1,24</b>

Note: 1. Weights are determined based on ranking order  
2. Rating uses a scale of 1 lowest to 5 highest

Ranking of the opportunity and threat factors above, after being analyzed based on weight, ranking and ranking, it is concluded that the comparison of the value between the opportunity factor and the threat factor shows a greater chance factor, namely the difference in value. 1.24 (Opportunity = 2.70, Threat = -1.46)

Furthermore, through a SWOT analysis of various internal organizational environmental factors, it was found that various strengths and weaknesses of the performance of the UNIS Postgraduate Program were found. (Maflukha, 2018). The factors are then ranked, and the results are as in table 3 below.

Table-3. Ranking of Organizational Internal Factors (Strengths and Weaknesses)

NO	STRENGTHS	S1	S2	S3	S4	S5	S6	S7	TOTAL
S1	Lecturer: Student Ratio (1:15)		X	0	0	0	0	0	1
S2	Lecturer Welfare			X	0	X	0	0	2
S3	Work culture / organizational culture				X	X	X	X	4
S4	Campus image / Campus reputation					X	X	X	3
S5	Campus Building						0	0	0
S6	Relations with Local Governments							X	1
S7	Cooperation with Institutions								0
	Vertical 0	0	0	1	2	1	3	3	
	Horizontal X	1	2	4	3	0	1	0	
	Total	1	2	5	5	1	4	3	
	<b>RANKING</b>	<b>VI</b>	<b>V</b>	<b>I</b>	<b>II</b>	<b>VII</b>	<b>III</b>	<b>IV</b>	
NO	WEAKNESSES	W1	W2	W3	W4	W5	W6	W7	TOTAL
W1	Lecturer functional position qualifications		X	0	0	0	0	0	1
W2	Lecturer Certification			0	0	0	0	0	0
W3	New student Admission				X	X	X	X	4
W4	Organizational structure					X	0	0	1
W5	Educational administration staff						0	0	0
W6	Land area							X	1
W7	Supporting infrastructure / parking								0
	Vertikal 0	0	0	2	2	2	4	4	
	Horisontal X	1	0	4	1	0	1	0	
	Total	1	0	6	3	2	5	4	
	<b>Ranking</b>	<b>VI</b>	<b>VII</b>	<b>I</b>	<b>IV</b>	<b>V</b>	<b>II</b>	<b>III</b>	

After the ranking is carried out, then weighting and ranking are carried out on each aspect to obtain a ranking for each aspect so that the total strength and weakness ratings are known and the difference between the strength and weakness ratings. This can be seen in table 4 below.

Table-4. Summary (Synthesis) Analysis Of Internal Factors (IFAS)

N0	Internal Factors	Weight	Rating	Ranking
Ranking				
	<b>STRENGTHS</b>			
I	Work culture / organizational culture	0,15	5	0,75
II	Campus image / Campus reputation	0,13	5	0,65
III	Relations with Local Governments	0,10	4	0,40
IV	Cooperation with Institutions	0,08	3	0,24
V	Lecturer Welfare	0,06	3	0,18
VI	Lecturer: Student Ratio (1:15)	0,04	2	0,08
VII	Campus Building	0,02	2	0,04
	Sub Total	0,58		2,34
	<b>WEAKNESSES</b>			
I	New student Admission	0,10	-5	-0,50
II	Land area	0,09	-4	-0,36
III	Supporting infrastructure / parking	0,08	-3	-0,24
IV	Organizational structure	0,06	-3	-0,18
V	Educational administration staff	0,04	-2	-0,08
VI	Lecturer functional position qualifications	0,03	-2	-0,06
VII	Lecturer Certification	0,02	-2	-0,04
	Sub Total	0,42		-1,46
	<b>TOTAL</b>	<b>1,00</b>		<b>0,88</b>

Ranking of strength and weakness factors above, after being analyzed based on weight and ranking, concluded that the comparison of the value between the strength factor and the weakness factor showed a greater strength factor, namely the difference in value. 0.88 (Strength = 2.34, Weakness = -1.46)

### 3.2. Strategy Formulation

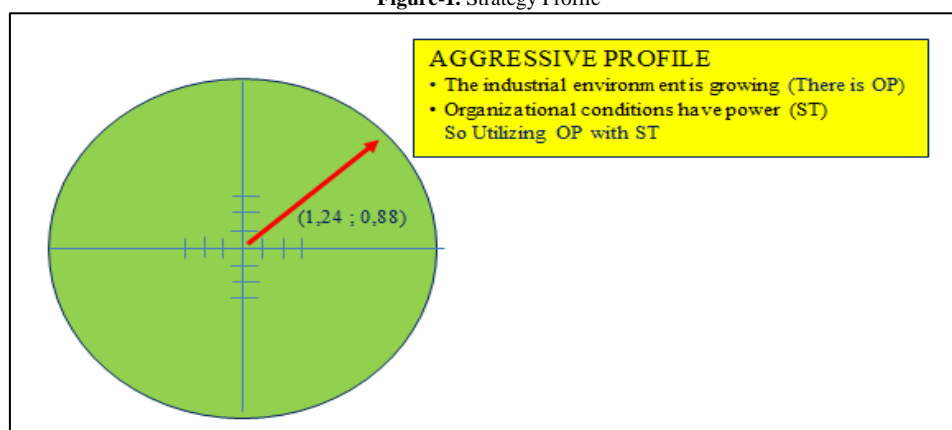
Based on the conclusion of EFAS and IFAS above, it can be explained that there are advantages of opportunities over threats and advantages of strengths over weaknesses. This can be the basis for formulating strategies.

Table-5. Hasil Analisis EFAS dan IFAS

EFAS		IFAS	
OPPORTUNITIES (OP)	2,70	STRENGTH (ST)	2,34
THREAT (TH)	-1,46	WEAKNESS (WE)	-1,46
RESULTAN	1,24		0,88

Based on the summary of the results of the analysis of External & Internal factors (EFAS & IFAS), finally the formulation (direction) of an aggressive strategy is obtained, where in the macro and industrial environment there are many opportunities, in other parts the organizational environment has strength, so that the organization can take advantage of these strengths to seize opportunities. This can be seen in the following figure.

Figure-1. Strategy Profile



Regarding the use of strengths to seize opportunities, a major strategy is needed (TOWS Matrix). The main strategic points are formulated as follows:

- 1) Improve the work culture of lecturers related to the Tri Dharma of Higher Education

- 2) Maintaining the campus image through student coaching
- 3) Maintain good relations with local governments
- 4) Increasing the qualifications for the functional positions of lecturers
- 5) Increasing cooperation in student recruitment
- 6) Increase the carrying capacity of organizational devices

On that basis, it is necessary to develop the vision and mission of PPs UNIS in a more progressive direction. Starting from the vision of "To become a postgraduate program that is superior and independent in the field of science and technology based on Islamic moral and social ethics in the Southeast Asia region by 2036", the vision has changed to "Creating a master education institution based on the excellence of Tri Dharma PT, partnerships, and Islamic morals in serving the learning needs of society in 2025".

Related to the formulation of the PPs UNIS vision above, the mission that must be carried out consistently is as follows:

- 1) Organizing quality education and learning according to academic principles by integrating the cultivation of Islamic moral values.
- 2) Carry out relevant scientific-based research by taking into account the principle of benefit for the efforts to develop science and social development.
- 3) Organizing community service to help solve problems faced by society, government and the industrial sector.
- 4) Carry out various scientific studies and scientific publications through reputable national and international journals related to relevant science.
- 5) Establish partnerships with institutions at the local, national and international levels that can support the implementation of the Tri Dharma of Higher Education.

### 3.3. Strategy Implementation

Basically, strategy implementation is an implication of determining strategies and policies which are then applied through efforts to develop programs, funding and procedures. Related to this, all stakeholders of the organization or company need to know the strategy that has been selected and understand how to implement it. [Hrebiniak \(2006\)](#) states, "strategy implementation is an application by considering resources. Strategy implementation is a process of action of a plan ". According to [Hunger et al. \(2003\)](#) that, "this process demands a change in culture, structure, and management systems throughout the work unit of the organization or company.

The process of formulating a good strategy implementation must depart from the basic belief that a strategy must have clarity and decisiveness in its implementation ([Varadarajan and Rajan dan Jayachandran, 1999](#)) (=). This is to avoid inconsistencies in implementation, such as the findings of Hax and Majluf (2001) in [Widodo \(2009\)](#) that, "most companies are apparently unable to carry out the strategies that have been formulated. The results of various empirical studies so far found that only 20-30 percent of organizational strategic plans can be worked out. The rest are spontaneous activities based on intuition, instinct, and certain managerial considerations. Many organizational strategies are never actually implemented".

The steps that need to be taken to achieve the vision of PPs UNIS is to interpret the elements contained in the vision, as the basis for planning the series of programs needed to make it happen ([Hamalik, 2014](#)). In this regard, it is necessary to compare the opportunities of the external environment with the strength of the internal environment as a basis for recruiting students to study at PPs UNIS aggressively. This is one of the elements of institutional strength that must be pursued and implemented for the survival of the institution's existence in the future.

The elements related to management place the importance of preparing proper and accurate planning for the sustainability of the success of the strategic plan ([Jazuli, 2016](#)). Things such as identification of new opportunities, setting priorities and collaborating with other institutions as sponsors for the success of the program that will be carried out in the next step.

The steps for managing a comprehensive strategic planning program for academic staff, by utilizing and creating strong and solid academic staff in supporting campus administration and supporting lecturer teaching, as well as in lecturer careers, namely administration to complement lecturer's functional positions. This step is to design a work system to maintain the strategic plan of the UNIS PPs Institute which is managed with reliable resources on a full time basis ([Maflukha, 2018](#)). Academic staff have the responsibility to ensure that the strategic plan remains in sync with related agencies with the Director of Postgraduate Program, Chancellor, Foundation and Service Institutions of the Directorate of Higher Education (LLDIKTI) as the parent organization. Performed accurately and updated on an ongoing basis.

The program implementation step that transforms the Strategic Plan into a Portfolio Program is a collection of data information which is a documentation of the institution's achievements for all programs that have been implemented as the final step in program management. A portfolio that contains all the strategic plans necessary for the advancement of the institution ([Mahmud, 2012](#)). The direction of the people involved in the related program above is the responsibility of the director, as stated in the implementation steps for each program in each portfolio implementation.

Based on the steps for implementing the aforementioned strategy, including determining the parameters of change, as well as an explanation of the management of its implementation, it is necessary to compile a work program that is managed and implemented consistently, so as to advance the PPs UNIS Institution to be the leader in the Province. Banten.

The implementation of this strategic plan is intended to increase the competitiveness of PPs Syekh Yusuf Islamic University as a long-established institution, so that it can run effectively and efficiently. There are several steps in implementing effective strategic planning for UNIS (Farah, 2018). The stages of implementing the institutional strategic plan need to pay attention to and emphasize the strategic plan for the next five years in building a conducive and strong environment through efforts to maintain and improve the work culture of lecturers in the Tri Dharma of higher education, maintain campus image, develop student affairs, maintain good relations with other agencies, improve lecturer functional positions, promotion and cooperation in student recruitment, as well as improving the skills of academic personnel.

The framework for implementing the strategy and various policies above can be seen in the following table.

**Table-6.** Strategy Implementation (Using Strength to Seize Opportunities)

Number	Strategy and Policy	Work Program	Person in charge	Budget
1	Improve the work culture of lecturers in the Tri Dharma of Higher Education	Refresh SPADA Operations *)	Director	Tentative
		Refresh SINA Operations *)		
		Conducting lecturer seminars ***)		
		Refresh Research Methods *)		
		Journal Writing Tutorial **)		
	Community Service Tutorial **)			
2	Maintain campus image through student coaching	Organizing student day activities *)	Deputy Director	Tentative
		Organizing national seminars. *)		
3	Maintain good relations with local government	Cooperation in community service for lecturers **)	Director and Deputy Director	Tentative
		Collaboration in Student Recruitment		
4	Improve the qualifications of the functional positions of lecturers	Facilitating the promotion of lecturer's functional positions	Deputy Director	Tentative
		Lecturer Administration Arrangement		
5	Increase cooperation in student recruitment	Expanding the network of cooperation	Director and Deputy Director	Tentative
		Opening Cooperation Class		
		Increase the role of Alumni		
6	Increase the carrying capacity of organizational devices	Organizing and completing organizational resources as needed	Director	Tentative

Information: \*) Conducted once a year

\*\*) Conducted once in a semester

\*\*\*) Conducted once every two months

### 3.4. Strategy Evaluation

#### 3.4.1. Formulation Evaluation

The SWOT analysis has been carried out with various macro and industrial environmental factors, and it has also been found that there are opportunities and threats to the performance of the UNIS Postgraduate Program. (Prawitasari, 2010). These factors have been ranked, and the results are as in table 1 to table 4, namely:

- 1) In table 1. Determining the Ranking of Macro & Industry External Factors (Opportunities and Threats)
- 2) In table 2. Determine Summary (Synthesis) Analysis of External Factors (EFAS)
- 3) In table 3. Determine the Ranking of Organizational Internal Factors (Strengths and Weaknesses)
- 4) In table 4 Determining the Summary (Synthesis) Analysis Of Internal Factors (IFAS)
- 5) In table 5. Results of the EFAS and IFAS analysis

#### 3.4.2. Implementation Evaluation

In the evaluation, the implementation of the strategic plan has been carried out in increasing competitiveness as a long-established UNIS institution, which can run both effectively and efficiently.

(Sagala, 2014). The steps to be implemented in the strategic plan have been carried out by the UNIS Institution. Institutions have taken the stages of implementing the strategic plan with a focus on the strategic plan for the next five years. Build a conducive and solid environment. To improve the work culture of lecturers.

- 1) The vision step is very important in determining the strategic direction that UNIS institutions have taken. Become a master strategic plan by utilizing complete information based on a SWOT analysis.
- 2) Planning steps that use the vision step as a strategic plan formulation to become a program needed to achieve UNIS goals.
- 3) Management steps related to management have been carried out in placing strategic plans in the right and right way to achieve sustainable success.
- 4) Guidance steps for Academic staff in managing strategic plan programs. In fostering academic staff by utilizing and creating strong staff who are in charge of IT and academic administration to support lecturer

teaching, as well as functional lecturer positions, namely completing administration and uploading all the completeness for applying for lecturer functional positions.

- 5) Program Execution Step, has been carried out by transforming the strategic plan into a portfolio program, namely a collection of information and documentation on the achievements that have been achieved and owned during the journey taken in program management.

## 4. Conclusion and Implications

### 4.1. Conclusion

The results of this study found that the external environment fosters many opportunities and the internal environment is getting stronger, therefore an aggressive profile is formed with strategies and policies, including:

- a. Improve the work culture of the lecturer Tri Dharma
- b. Maintaining the image of the campus through student development
- c. Maintain good relations with local governments
- d. Improve the qualification of a functional lecturer position
- e. Increase student recruitment cooperation
- f. Increase the carrying capacity of organizational devices

### 4.2. Implications

Based on the results of this study the impact on the external environment can generate many opportunities. The internal environment becomes strong, so the strategy profile has the following impact:

- a. Able to improve the work culture of the lecturer Tri Dharma
- b. Will improve campus image through student coaching
- c. Establish and maintain relationships with other institutions
- d. Can increase the functional position of lecturers
- e. Fostering and enhancing student recruitment cooperation
- f. Foster and increase the carrying capacity of organizational devices

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